

Announcement Date: April 14, 2008
RFP Opening Date: April 25, 2008
RFP Closing Date: June 6, 2008
Selections Announced: June 27, 2008

ROUND II: Appalachian Gateway Communities Initiative: Natural and Cultural Heritage Tourism Development

Appalachia's gateway communities—towns that border publicly owned lands such as national and state parks and forests—often struggle to balance the need for economic growth with the desire to protect their natural ecosystems, landscapes, and cultural heritage.

The Appalachian Regional Commission (ARC) and the National Endowment for the Arts (NEA) have partnered to develop the Appalachian Gateway Communities Initiative: Natural and Cultural Heritage Tourism Development (Gateway Initiative). The Gateway Initiative will provide training and technical assistance for natural and cultural heritage tourism development activities to Appalachian gateway communities. Assistance will be provided by The Conservation Fund (TCF) and the National Trust for Historic Preservation (NTHP). In addition to enhancing a community's natural and/or historic assets, the Gateway Initiative will also include the role of the arts in the development of a comprehensive natural and cultural heritage tourism development strategy.

The Gateway Initiative will focus on communities that are entry points to some of Appalachia's most important natural assets: national and state parks and forests. Every Appalachian gateway community has its own unique relationship with surrounding public lands. Some communities have successfully partnered with public land managers and are working together to establish a community vision and to develop plans for achieving community goals. Others are struggling to find a balance between capitalizing on the benefits of tourism derived from their status as a gateway community, and minimizing the investment costs. Some communities have little or no communication or relationship with the stewards of the neighboring public lands.

The ARC/NEA Gateway Initiative is designed to provide targeted assistance by offering three types of natural and cultural heritage tourism training and technical assistance. Options for assistance are:

- A) Gateway Community Tourism Assessment – A site visit by experts from TCF and the NTHP to assess existing and potential tourism resources and develop a written report with observations and recommendations. Assessments are intended for a community or region that is just beginning the process of developing a natural and cultural heritage tourism strategy;
- B) Gateway Community Planning Workshop – An intensive two-day action-planning workshop to address a specific issue or opportunity. Workshop will be led by TCF and NTHP faculty, involving key local stakeholders, and incorporating TCF and NTHP tourism curriculum; and
- C) Gateway Community Implementation Grants – Grant dollars for creating or enhancing a tangible tourism-related product.

Appalachian gateway communities may apply for one of the three types of assistance that best fits their local capacity and development needs. Regardless of the type of assistance requested, the overall objective of the ARC/NEA Gateway Initiative is consistent: assisting gateway communities to benefit from tourism development by enhancing natural resources, preserving local heritage and character, and supporting asset-based economic development including the development of local artistic resources.

Appalachian Gateway Communities Initiative: Natural and Cultural Heritage Tourism Development (Gateway Initiative)

The ARC/NEA Gateway Initiative is designed to assist communities to balance the need for economic growth with the desire to protect their natural ecosystems, landscapes, and cultural heritage. The Initiative provides three types of assistance. Gateway communities should select the type of assistance that best fits their needs. Communities should apply for only one type of assistance.

A. Gateway Community Tourism Assessment

Experts from TCF’s Gateway Communities Program and the NTHP’s Heritage Tourism Program with specific areas of expertise will visit your community, assess your community’s tourism strengths and assets, and develop a preliminary tourism assessment and recommendations report based on the key issues identified in the assessment proposal. See Appendix A for specific roles and responsibilities associated with the tourism assessment.

**Assessment Match Requirements
(cash and/or in-kind)**

- Community- \$3,500
- County-\$4,000
- Multi-County-\$5,000

A gateway tourism assessment is often the first step in developing a broader natural and cultural heritage tourism strategy. Prior to the visit, assessment team members will review background materials provided by community leaders. The length of the site visit will depend in part on the size of the community, but generally takes 2-4 days. The length of the visit will be determined by the assessment team after discussion with the selected applicants. The visit includes tours of the community as well as meetings and interviews with key local stakeholders. Each visit culminates in a presentation of preliminary findings by the assessment team. Following the visit, the assessment team will prepare a written assessment report with observations based on the background materials provided in advance of the visit as well as information gathered through tours and stakeholder interviews while on site and targeted recommendations to address key issues.

Applicants are required to provide a minimum local cash or in-kind match based on the size of the community. For individual communities, the required local match is \$3,500. For a county, the required local match is \$4,000 and for a multi-county region, the minimum local match is \$5,000. In-kind match can include donated space for the public meeting, support to the assessment team for meeting planning and follow-up and other services. Detailed documentation for the local match must be provided to TCF within 30 days of the completion of the assessment.

Workshop Match Requirement - \$5,000

B. Gateway Community Planning Workshop

Experts from TCF’s Gateway Communities Program and the NTHP’s Heritage Tourism Program will serve as the faculty for an advanced two-day intensive workshop for your community based upon TCF’s national *Balancing Nature and Commerce in Communities that Neighbor Public Lands* course (see www.conservationfund.org) and NTHP’s *Share Your Heritage* workshops (see www.culturalheritagetourism.org). This curriculum will be customized to meet the specific needs of your gateway community. Throughout the workshop, emphasis is placed on developing a framework for an action plan that can be implemented by the local community. Local co-sponsors are responsible for drafting the action plan within 60 days following the workshop. Workshop faculty will review the draft action plan and provide comments within 30 days of receipt of the plan.

Applicants are required to provide a minimum local cash or in-kind match of \$5,000. In-kind match can include donated space for the public meeting, administrative support to the assessment team for meeting

planning, and follow-up and other services. Detailed documentation for the local match must be provided to TCF within 30 days of the completion of the workshop.

C. Implementation Grants (\$5,000 - \$15,000 per grant)

Grant funds will be targeted to communities to implement a specific project or activity related to natural and cultural heritage tourism, community planning, recreational development, or other community building activities underway in gateway communities.

Implementation grants should be used to implement a project or component of an existing strategic plan.

Examples of a project or activity for this type of grant include creating Appalachian art classes and nature-based workshops for heritage tourists, developing an artisans studio trail, organizing a monthly volunteer stream clean-up or building a canoe/kayak launch area. Grants cannot be used to support marketing or promotional activities, such as brochures that target single-site destinations or magazine advertisements. Implementation grants must be matched 80/20 by the local participating community. (For example, if the applicant submits an \$8,000 project proposal, the ARC/NEA grant would cover \$6,400 and local match would cover \$1,600.) Cash or in-kind match is allowable.

Sample Implementation Grant Projects include:

- Identify & connect artists to cultural programs and community events
- Produce audio tours of historic area using voices of local storytellers and musicians
- Partner with area lodging venues to develop classes in traditional Appalachian arts and nature-based culture
- Organize monthly stream clean-up events and reclaim an overgrown kayak launch area

Who Is Eligible to Apply?

For purposes of this application, gateway communities are defined as communities that border publicly owned lands such as national and state parks and forests.

Nonprofit organizations, governmental entities and public educational institutions located in or near a gateway community in the Appalachian region are eligible to apply for an Assessment, Workshop or Implementation Grant. For-profit organizations are not eligible to apply.

Also, applicants (or the gateway community) must be located in an ARC distressed, transitional or transitional/at-risk county. A list of the ARC counties and their economic status is attached in Section IV: Eligible Counties in the Appendix. This information, and a map of the Appalachian region, can also be found at www.arc.gov.

Selection Criteria

A review panel will evaluate submissions and forward recommendations to ARC for final approval.

Applications will be evaluated on several criteria, including:

- Articulation of need.
- Capability of applicant to perform the work, including evidence of financial commitment for local match.
- Identification of opportunities in the gateway community, with a focus on recreational resources, and natural and cultural heritage tourism opportunities. Preference will be given to applications seeking to address challenges of particular importance to gateway communities.

- Level of community support, including letters of support and indications of active participation from community partners.
- Merit of the project, including potential impact on the artistic and/or natural and cultural heritage of the region, and potential to broaden access to, expand and diversify audiences for, or strengthen communities through the arts.

All criteria will be weighted equally.

In addition, ARC encourages applicants to address the following items:

Partnerships - Engaging public and private partners is often critical to the success of local development activities. To increase the likelihood of success and sustainability, the ARC and NEA encourage communities to involve public, private, and institutional partners in the development and implementation of a gateway community program. The involvement of appropriate arts organizations is crucial.

Community Leadership – The ARC and NEA believe that successful development takes place when business, government, nonprofit organizations, and community groups mobilize resources toward a common goal. ARC and NEA encourage applicants to clearly identify the involvement of existing local leadership, as appropriate, in their proposals. Promising local leaders and emerging civic entrepreneurs are critical assets for developing—and redeveloping—the promise of the region.

Project Sustainability – Sustainable tourism respects a community’s character and its natural resources while providing a satisfying travel experience for visitors. Appalachian gateway communities are encouraged to develop quality tourism projects that support the integrity of place.

About ARC

The Appalachian Regional Commission is a federal-state partnership established in 1965 by the Appalachian Regional Development Act (ARDA) to promote economic and community development of the Appalachian Region. The ARDA, as amended in 2002, defines the region as 410 counties in 13 states. The region includes all of West Virginia and parts of Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia—an area of 200,000 square miles and about 22.9 million people. To promote local planning and implementation of ARC initiatives, the Commission works with 72 local development districts comprising groups of counties within each of the 13 Appalachian states. The Commission has 14 members: the governors of the 13 Appalachian states and a federal co-chair, who is appointed by the president. For almost 40 years, the Commission has assisted a wide range of programs in the region in areas such as highway construction; development of community water and sewer facilities, telecommunications, and other physical infrastructure; health, education, and human resource development; economic development; and local capacity building and leadership development.

About NEA

The National Endowment for the Arts is the largest annual funder of the arts in the United States. An independent federal agency and the official arts organization of the United States government, the NEA has as its mission to support excellence in the arts, both new and established; bringing the arts to all Americans; and provide leadership in arts education. The NEA awards more than \$100 million annually, investing in every state. The Endowment has played a transformative and sustaining role in the

development of regional theater, opera, dance, orchestras, museums, and other arts—both contemporary and traditional—that Americans now enjoy.

The ARC and NEA Partnership

ARC and the NEA partnered to fund several *Share Your Heritage* (SYH) cultural heritage tourism planning workshops in Appalachia during 2005 and 2006. The workshops and follow-up technical assistance were coordinated by the National Trust for Historic Preservation’s Heritage Tourism Program and the Southern Arts Federation.

In 2007, ARC and NEA targeted Appalachia’s gateway communities. Funding was made available to help gateway communities expand tourism opportunities through community assessments, tourism planning workshops, and grants for project implementation. In 2008, ARC and NEA are continuing the Gateway Initiative by offering additional funding for these activities.

Application Submission

Submit seven hard copies of your application to:

Elaine Jackson, Program Operations Division
Appalachian Regional Commission
1666 Connecticut Ave, NW, Suite 700
Washington, DC 20009
202/884-7750
Fax: 202/884-7691

Applications (and any additional supporting materials such as photographs or brochures) will not be returned.

Applications must be received by ARC by Close of Business on Friday, June 6, 2008.

For additional information about the Appalachian Gateway Communities Initiative, please contact Kris Hoellen, The Conservation Fund, 304-876-7462, khoellen@conservationfund.org, or Molly Theobald at the Appalachian Regional Commission, 202-884-7767, mtheobald@arc.gov.

Appalachian Gateway Communities Initiative: Natural and Cultural Heritage Tourism Development

Training and Technical Assistance Program Application

1. Lead Applicant Contact Information:

Name

Title

Organization

Address - County, City, State, Zip

Phone

Fax

E-mail

2. Type of Assistance Requested (choose only one)

A) Gateway Community Tourism Assessment (complete Questions **3-7** on the Assessment Application)

B) Gateway Community Planning Workshop (complete Questions **3-7** on the Planning Workshop Application)

C) Gateway Community Implementation Grant (complete Questions **3-10** on the Implementation Grant Application)

A. Gateway Community Tourism Assessment Application

Please answer the following questions in no more than five pages.

3. Area Description

What are the geographic boundaries of the area to be assessed – city, county, multi-county region? Explain how the selected area qualifies as a gateway community and borders publicly owned lands such as national and state parks and forests. Include a map that shows the public lands and the neighboring city, county or region. Maps do not count towards the five-page application limit.

Describe the economic conditions of the target area, including its ARC designation of distressed, transitional or transitional/at-risk ARC counties.

4. Assessment Planning Committee

List the lead applicant and other key organizations which will help plan the Tourism Assessment visit. Include complete contact information for each organization. Arts organization involvement is strongly encouraged.

Keep in mind that organizations and individuals participating in the assessment should represent a broad spectrum of natural and cultural heritage tourism interests, including public land managers and representatives from heritage areas, landmark historic sites and arts organizations. Other participants might include business and community leaders, elected officials, economic developers, planners and other appropriate community members. While the planning committee should be small enough to be

manageable, be sure that the participating members can reach out effectively to the areas of interest described above to ensure participation.

5. Assessment Information

a) Summary: Briefly summarize why a natural and cultural heritage tourism assessment is important to your community/region. What are your goals for the assessment, what do you plan to accomplish?

b) Key Issues and Opportunities: What key issues or opportunities will the assessment address? Describe how being a gateway community magnifies these issues or opportunities. What progress has been made on these issues and opportunities? What progress do you anticipate making prior to the assessment and community meeting?

Have any of the participating organizations developed a natural and cultural heritage tourism plan or project or conducted an inventory of the area? If so, provide details. If applicable, specify the role of the arts in your description.

c) Community Participation and Impact: Describe how you plan to ensure the participation of key stakeholders, specifically representatives from area public lands, arts organizations, heritage areas or landmark historic sites. Explain how this assessment will make a difference in your gateway community.

d) Implementation: Describe your next steps following an assessment. Are there any anticipated obstacles? What follow up will be provided by the local co-sponsor or other planning committee members? Do you anticipate engaging additional consultative support?

6. Local Co-Sponsor Responsibilities

Describe how you intend to cover the staffing and financial obligations for local hosts. Include a budget for local expenses and income that shows a minimum match in local investment (\$3,500 for an individual community, \$4,000 for a county, \$5,000 for a multi-county region). Indicate whether in-kind or cash contributions are anticipated or confirmed. Please itemize these matching commitments on the Budget Form.

7. Optional Supporting Materials

a) Letters of support. (Letters of support from public land managers, arts organizations, heritage areas and landmark historic sites partners, environmental groups, and economic and community development organizations are encouraged).

b) Brochures, photographs, plans, or other information. (Please note that materials will not be returned.)

c) Copies of any recent natural/cultural resource inventories or tourism development plans.

Submit seven hard copies of your application and supporting materials to:

Elaine Jackson, Program Operations Division
Appalachian Regional Commission
1666 Connecticut Ave, NW, Suite 700
Washington, DC 20009
202/884-7750
Fax: 202/884-7691

Applications must be received by ARC before COB on Friday, June 6th, 2008.

B. Gateway Community Tourism Workshop Application

Please answer the following questions in no more than five pages.

3. Area Description

What are the geographic boundaries of the area targeted for the workshop – city, county, multi-county region? Explain how the selected area qualifies as a gateway region as defined by the ARC. Include a map that shows the boundaries city, county or region in relation to the neighboring public land. Maps do not count towards the five-page application limit.

Describe the economic conditions of the target area, including its ARC designation of distressed, transitional or transitional/at-risk ARC counties.

4. Workshop Planning Committee

List up to four organizations which will help plan the Tourism Workshop (including the lead applicant.) Include complete contact information. Arts organization involvement is strongly encouraged.

The Workshop Planning Committee should represent a broad and diverse spectrum of the proposed workshop participants, including natural and cultural heritage tourism interests, public land managers and representatives from heritage areas, landmark historic sites and arts organizations. Involvement by public land managers, heritage area leaders or landmark historic site managers is critical and their support of the workshop process should be specified.

5. Workshop Information

- a) Summary: Briefly summarize why this workshop is important, along with the anticipated goals and outcomes for the workshop.
- b) Key Issues and Opportunities: What key issues or opportunities do you propose to address with the workshop? Describe how being a gateway community magnifies these issues or opportunities. Have any of the participating organizations conducted a natural/cultural resource inventory or developed a natural and cultural heritage tourism plan? (Provide details and, if possible, a copy of the inventory and/or plan.) Briefly describe the natural and cultural heritage tourism project(s) or program(s) that will be the focus for this workshop. What progress has been made on these project(s) or program(s)? What progress do you anticipate making prior to the workshop? Be sure to specify the role of the arts in your project(s) or program(s).
- c) Logistics: Where and when do you ideally want to hold the workshop?
- d) Community Participation and Impact: Keep in mind that this workshop is designed as a working planning session and will require active participation by all attendees. For the best results, we strongly recommend that workshop attendance is limited to thirty individuals who are invited to attend the workshop in order to effectively address the specific issue(s) on the agenda. Describe how you plan to ensure the participation of key potential workshop attendees, including representatives from area public lands, arts organizations, heritage areas or landmark historic sites. How will you market the workshop, target key constituencies? How many participants do you hope to have at your workshop? How will the results of the workshop be communicated to a broader constituency within the community? How will this workshop make a difference in the community?

e) **Implementation:** Describe the capacity of the local Planning Committee to implement the plans that result from the workshop. Do you anticipate engaging additional consultative support to assist in project implementation?

6. Local Co-Sponsor Responsibilities

Describe how you intend to cover the staffing and financial obligations for local hosts. Include a budget for local expenses and income that shows at least a \$5,000 match in local investment. Indicate whether in-kind or cash contributions are anticipated or confirmed. Please itemize these matching commitments on the Budget Form.

7. Optional Supporting Materials

a) Letters of support. (Letters of support from public land managers, arts organizations, heritage areas and landmark historic sites partners, environmental groups, and economic and community development organizations are encouraged).

b) Brochures, photographs, plans, or other information. (Please note that materials will not be returned.)

c) Copies of any recent natural/cultural resource inventories or tourism development plans.

Submit seven hard copies of your application and supporting materials to:

Elaine Jackson, Program Operations Division
Appalachian Regional Commission
1666 Connecticut Ave, NW, Suite 700
Washington, DC 20009
202/884-7750
Fax: 202/884-7691

Applications must be received by ARC before COB on Friday, June 6th, 2008.

C. Gateway Community Implementation Grant Application

Please answer the following questions in no more than five pages.

3. Area Description

What are the geographic boundaries of the area targeted for the grant – city, county, multi-county region? Explain how the selected area qualifies as a gateway region as defined by the ARC. Include a map that shows the boundaries of the city, county or multi-county region and clearly identifies participating distressed or transitional ARC counties. Maps do not count towards the five-page application limit.

4. Project Description & Purpose

- a) Describe the specific opportunities or issues the project will address, and how being a gateway community magnifies the impact of the issue on the surrounding area.
- b) State in one sentence the main purpose of the tourism project in terms of the goal and strategy being addressed (e.g. support local artists and general economic impact by producing a guide to artists' studios).
- c) Provide a detailed description of the project's activities, including:
 - o action steps
 - o who will complete each activity
 - o timeline for starting and ending the project
 - o evaluation plan
- d) Explain why the proposed approach is the most beneficial to accomplishing the stated goals.
- e) Describe accomplishments and progress to date of any previous or ongoing natural and cultural heritage tourism projects.
- f) List all partner organizations who will be involved in the project's development and implementation.
- g) Illustrate local demand for the project (e.g. letters from key stakeholders).

5. Relation to other Local/Regional Activities

Describe how the project meets the priorities of an existing plan, and describe efforts to coordinate and leverage the project with other area tourism activities.

6. Project Benefits

How will this project make a difference in the community? Where possible, use specific measures to describe the project's benefits that can be measured and tracked once the project is complete (e.g., "Draw 500 participants to an Open Studios event over two weekends", or "Attract 40 new day-hikers per month to trail). How do you plan to evaluate the success of the project?

7. Applicant's Capacity

Describe the applicant's experience with implementing similar projects. What was the result of these projects?

8. Detailed budget and budget narrative

Provide a detailed budget that includes sources and uses of ARC/NEA grant funds **and** all matching or in-kind funds. **The budget must clearly show a 20 percent cash or in-kind match by the applicant.** Provide a budget narrative that explains all expenditures.

9. Letters of commitment

Include letters citing the specific amount of funds committed from all matching fund sources. Provide descriptions of specific in-kind resources including the methods used to determine their value.

10. Other Supporting Materials

Enclose pertinent supporting materials that will lead to a better understanding of the proposed project.
(Please note that applications and supporting materials will not be returned.)

Submit seven hard copies of your application and supporting materials to:

Elaine Jackson, Program Operations Division
Appalachian Regional Commission
1666 Connecticut Ave, NW, Suite 700
Washington, DC 20009
202/884-7750
Fax: 202/884-7691

Applications must be received by ARC before COB on Friday, June 6th, 2008.

FREQUENTLY ASKED QUESTIONS

Q: Should an applicant first apply for a Tourism Assessment, then a Tourism Workshop, and then an Implementation grant?

A: Communities should apply for the assistance they believe best fits their unique situation. The Gateway Initiative is not structured to move a community through each stage of assistance. Funding is limited, and it is possible that this program will not be available in the future.

Q. Will communities who participated in the first round of assistance and grants be given greater weight in the evaluation process and/or penalized?

A. No, each project will be judged on its own merit irrespective of whether previous grants were received in the first year of this program.

Q: Our community has applied for a grant from the 123 Foundation and will be notified later this year if the application is approved. Can we use the foundation money for our match?

A: Funds must be secured and committed in order to be counted as match. Pending applications for funding cannot be counted towards an application's match. The community can include information about the 123 Foundation as a potential match source, but must commit to covering the full match amount on its own in the event that the 123 Foundation funding is not successful. ARC grant funds will only be released upon the verification that match funds have been expended as originally proposed.

Tip: Additional FAQs for the Gateway RFP will be posted on the ARC web site at www.arc.gov (see Tourism Development).

Additional Resources

The Conservation Fund

www.conservationfund.org

National Trust for Historic Preservation

<http://www.preservationnation.org/issues/heritage-tourism/>

National Endowment for the Arts

www.nea.gov

Handmade Institute

www.handmadeinamerica.org/institute/institute.php

National Geographic Society Sustainable Tourism Resource Center

www.nationalgeographic.com

National Park Service, National Heritage Area program

www.cr.nps.gov/heritageareas/index.htm

Publications

Balancing Nature and Commerce in Gateway Communities, by Howe, McMahon, and Propst, Island Press, Washington, D.C., 1997.

Green Infrastructure: Linking Landscapes and Communities, by Benedict and McMahon. Island Press, Washington, D.C. 2006

Rise of the Creative Class and How It's Transforming Work, Leisure, Community and Everyday Life, by Richard Florida, 2002.

[*Appalachia: Turning Assets into Opportunities*](#), by the Appalachian Regional Commission, Washington, D.C., 2004.

Strengthening Rural Economies through the Arts, by the National Governors Association, Washington, D.C., 2005.

<http://www.nga.org/portal/site/nga/menuitem.1f41d49be2d3d33eacdcb501010a0/?vgnnextoid=cf949286d9de1010VgnVCM1000001a01010aRCRD>

Stories Across America: Opportunities for Rural Tourism, by the National Trust for Historic Preservation, Washington, D.C., [2001].

Share Your Heritage: Cultural Heritage Tourism Success Stories, by the National Trust for Historic Preservation, Washington, D.C. [2001]

Cultural heritage tourism web site by Partners in Tourism

<http://www.culturalheritagetourism.org/>

Appendix

I. Gateway Community Tourism Assessment

The first step a gateway community or multi-county region should take in planning for a new or expanded natural and cultural heritage tourism program is to assess its potential. Assessments include evaluating attractions, visitor services, organizational capacity, preservation of resources and tourism marketing. The main objectives of a tourism assessment are:

- to gather a wide variety of opinions and suggestions from stakeholders
- to learn about the community's history, culture and natural resources
- to evaluate the current visitor experience
- to evaluate current visitor services including signage, operating hours, hospitality, etc.
- to evaluate current infrastructure
- to evaluate local workforce population and ability to attract workforce to 'service industry'
- to evaluate current local marketing efforts
- to assess the level of public and private support for tourism
- to meet with organizers and assess organizational capacity for program development

Planning an Assessment

Advance preparation is essential for a successful assessment visit. Steps in the planning process include:

- 1) **Background materials** – The local organizing committee will provide an information packet including (as available) visitor research, marketing plans, maps, open space or recreation plans, promotional materials, community histories, newspaper clippings about relevant topics, and other materials to familiarize the NTHP Heritage Tourism and The Conservation Fund team with the area in advance of the site visit.
- 2) **Conference call** – The local committee team leader will organize a call involving the local planning committee and the assessment team to identify issues, establish goals for the assessment and prepare a draft of key sites and meetings to include on the itinerary.
- 3) **Itinerary Development** – Local organizers will develop and schedule an itinerary for the assessment:
 - Schedule tours of selected attractions and visitor services.
 - Schedule tours of sites that have potential for tourism development.
 - Determine meeting locations for stakeholder interviews.
- 4) **Organize Logistics** – Local organizers will arrange and confirm assessment logistics:
 - Obtain a contact person and contact number for each stop.
 - Select a location for the Assessment Team/Local Planning Committee meeting. Provide LCD projector, screen (or blank wall), easels, flip charts and markers.
 - Advertise the Assessment Team/Local Planning Committee meeting to the public (if desired).
 - Recommend overnight accommodations for consultants.
 - Provide transportation and accompany consultants for meetings and tours.

Planning the Itinerary

Assessments are 2-4 days depending on the size of the community, the number of communities involved, and the geographic area. The site visit will include several activities:

- **Assessment Team Reconnaissance (optional)**

Upon arrival, the assessment team will spend several hours touring the community unaccompanied. This allows the assessment team to gain an impression of how visitor ready the community is before meeting and touring with stakeholders.

- **Community or Regional Tour**

This tour will be given by the local project leader and other stakeholders to provide information about the area and sites that are included on the tour. Sites can include the following:

- Scenic drives
- Downtowns (walking and/or driving tours)
- Historic sites
- Cultural sites
- Parks or other natural resources
- Trails or other recreational areas
- Meeting facilities
- Hotels/motels/bed and breakfast inns
- Unique restaurants
- Unique retail shops or artists' studios
- Gateways or entrances into the community
- Visitor information centers

- **Stakeholder Interviews**

Interviews allow the assessment team to gather historical information, to understand residents' perceptions about tourism, and to explore residents' visions that can be developed for natural and cultural heritage tourism. Interviews are generally no more than 45 minutes unless there is a large group participating in the interview. Interview categories may include:

- Convention and visitors bureau or chamber of commerce (tourism offices)
- Arts council directors (city agencies or community nonprofit arts groups)
- Historic site and museum directors, staff, board
- Event organizers
- Artists
- Historical societies
- Preservation organizations
- Cultural or civic organizations
- Local business owners
- Main Street staff and board members
- Publicly managed lands (parks, rivers, wildlife refuges, forests, etc.) and recreation staff (local, state and/or federal)
- Government officials – mayor, county executive, council persons
- City or county economic development staff
- University or community college staff
- Local media
- Churches

- **Assessment Team/Local Planning Committee Meeting**

A meeting between the assessment team and the local planning committee will be scheduled as part of the assessment. Depending on the timing of the meeting in the assessment visit, the meeting may include preliminary observations and recommendations for discussion. Meetings generally last approximately two hours and have the following format:

- Introductions of participants and the assessment team
- Powerpoint presentation by assessment team explaining the assessment process
- National overview of recreational, natural and cultural heritage tourism trends
- Discussion with participants about a tourism vision for their gateway community
- Assessment team documents ideas and suggestion

It may be beneficial to invite other interested citizens to participate in an assessment team meeting. If a public meeting is desired, the lead applicants and local planning committee is responsible for issuing:

- Press releases to all local media two weeks in advance
- Emails or postcard notices to stakeholder organizations

Suggested Timeline for Planning an Assessment

(Note: This proposed timeline is provided to give structure to planning for the assessment and to give an idea of the amount of time needed to prepare for the site visit.)

- **Week 1** - Planning committee formed. Choose representatives who are familiar with the community or region.
- **Week 2** – Committee identifies sites for tour and identifies key stakeholders to interview; identify location for Assessment Team/Local Planning Committee meeting.
- **Week 3** – Committee circulates list of tour sites and stakeholders to participants; make contacts to reserve facility for public meeting.
- **Week 4** – Stakeholders submit suggestions, additions, etc. to the committee.
- **Week 5** – Committee finalizes tour route and stakeholder interview list; begin making contacts to schedule tours and interviews; confirm arrangements for Assessment Team/Local Planning Committee meeting.
- **Week 6** – If committee meeting will be open to the public, distribute press releases to all local media; mail or email invitations; subcommittee reviews draft itinerary; make changes to itinerary as needed.
- **Week 7** – Finalize itinerary for site visit; determine which committee member will provide transportation for each part of the site visit; provide itinerary to consultants; committee member to visit public meeting location to outline set up needs and confirm availability of A/V, chairs, flip charts, etc.
- **Week 8** – Contact each interview participant to confirm interviews.
- **Week 9** – Provide finalized itinerary to consultants.
- **Week 10** – Assessment visit – committee member should monitor schedule to keep interviews and touring on time; at each stop, contact the person at the next stop to update time schedules as needed. A committee member should arrive at the committee/public meeting location in advance to oversee set up of the room, A/V, etc.

Conducting the Assessment

The assessment team will be prepared to undertake the following types of activities as part of the assessment:

- **Tour natural and cultural heritage sites** and evaluate the visitor experience for development and promotion opportunities.
- **Identify opportunities for development of natural and cultural heritage sites and recreational resources** to increase offerings to visitors.
- **Assess visitor services** including wayfinding signage, guidebooks and other collateral materials, hospitality of frontline tourism staff, availability and quality of accommodations and restaurants, hours of operation of tourism-related retail businesses, necessary infrastructure, and availability of workforce to handle seasonal populations, etc.
- **Meet with stakeholders** such as attraction representatives, artists, festival planners, historical societies, preservation organizations, service providers, local government officials, land managers and tourism promoters to discuss organizational capacity for program development and plans for the community's recreational and natural and cultural heritage tourism program.
- **Conduct an assessment team meeting with the local planning committee** to explain the process of natural and cultural heritage tourism program development and to hear committee members' visions for their community and to assess the extent of broad-based community support for tourism. The scheduling of the meeting and the level of public participation will be coordinated between the assessment team and the local planning committee.

Preparing an Assessment and Recommendations Report

Following the visit, the team will prepare a written assessment report including observations and summary recommendations. The report will include a candid assessment of the community's recreational, natural and cultural heritage resources and its organizational capacity based upon the site visit. Short and long-term recommendations will be included. The report may include:

- Assessment of recreational, natural and cultural heritage resources and the experiences currently offered to visitors.
- Recommendations for enhancement, improvement or linking of existing recreational, natural and cultural heritage resources.
- Identification of resources that have the potential for development as attractions.
- Evaluation and recommendations for visitor services such as signage.
- Recommendations for customer service/hospitality training for frontline tourism employees.
- Recommendations of needed action for preservation of cultural, historic and natural resources.
- Recommendations for developing community (or county)-wide plans for long term sustainability of resources such as open space and tourism plans.
- Recommendations for expanded or new programming opportunities such as festivals and events.
- Recommendations for expanding organizational capacity including new partnerships and communications systems.
- Evaluation of current marketing efforts and recommendations for new marketing strategies.
- Examples of "best practices" from other communities that could be applicable to the local community.

Report Presentation and Planning

A brief written assessment report will be provided to key local stakeholders in draft form. Following an opportunity for local feedback, a final assessment report will be provided in both a written and an electronic format.

II. Applying for a Gateway Community Planning Workshop

1. Is a Planning Workshop Right for Your Gateway Community?

Planning workshops are ideal for communities that have a gateway community partnership effort in place, have inventoried cultural and natural resources and are currently launching a tourism effort. The workshops provide a planning component as part of a larger ongoing partnership effort.

Workshops are two days and core curriculum focuses on conservation, community engagement, natural resource management and cultural heritage tourism, as well as interactive training and problem-solving exercises tailored to the specific needs and opportunities identified by workshop planners. Workshop faculty from The Conservation Fund and the National Trust for Historic Preservation will vary based on the needs and agenda developed for each workshop. Workshops may include a field trip related to the themes or issues addressed. Throughout the workshops, emphasis is placed on participation by attendees to develop an action plan.

Past experience has shown that workshops are most effective when participation is limited to approximately 30 – 40 invited participants who are selected based on their ability to contribute to the planning and implementation process. Participants include targeted community, regional, and/or state leaders representing a broad spectrum of disciplines. Workshop participants can also include multidisciplinary "teams" working together to develop strategies for specific gateway tourism projects or programs.

Past workshops have:

- Developed a new regional identity and strategies for implementation in southern Ohio, north-central Pennsylvania
- Provided training in partnership skills for cultural heritage tourism stakeholders in four eastern Kentucky counties
- Convened stakeholders to develop cultural corridors promoted through a publication called *Hands of Harvest: Craft Trails of North Central Montana*; and
- Built stronger partnerships to support the development of a Mississippi Delta national heritage area around a Delta Blues theme.

For more information, visit www.nationaltrust.org/heritage_tourism/shareyourheritage.html

When and Where Can Workshops Be Held?

A minimum five-month planning period is required to prepare for the workshop. Therefore, workshops should be held between December 2008 and April 2009.

The workshop site should be large enough to accommodate all participants and faculty in one location. College campuses, retreats, historic hotels, and state parks all may be appropriate locations if they offer a self-contained workshop setting. The facility should have one large, attractive meeting room with space for at least 40 people and full audiovisual capabilities. If the meeting room has windows, there must be a way to darken the room. In addition, the facility must have three to four breakout rooms, as well as dining and lodging facilities either in-house or nearby. It is the responsibility of the local co-sponsor to identify and procure the workshop venue.

General Workshop Goals/Outcomes

- Develop a better relationship between gateway communities, adjacent public/private land managers and tourism interests.
- Provide cross-discipline training.
- Encourage innovative solutions through problem-solving exercises.
- Explore the principles of sustainable tourism and tools for preserving, protecting and enhancing the heritage and unique character of a community.
- Integrate the arts into tourism development planning.
- Provide networking and partnership-building opportunities among business and community leaders, elected officials, and tourism, public/private land managers, arts, heritage, economic development, planning, and other appropriate organizations.
- Understand the economic, social and environmental benefits of protecting community character and the value of open space and historic resources.
- Foster leadership and a team approach.
- Provide cultural heritage tourism and natural resource development tools to key leaders.
- Develop an action plan for asset-based development activities in the gateway community.

What Will the ARC/NEA Gateway Community Planning Workshop Program Provide?

Assistance from The Conservation Fund and the National Trust for Historic Preservation's Heritage Tourism Program includes:

- Developing the workshop agenda to address local issues.
- Providing two to three national speakers for the workshop, including honorariums and all travel costs.
- Developing training materials and preparing a master copy for duplication.
- Coordinating with local co-sponsors and local planning committees via phone, e-mail, and mail throughout the planning process.
- Reviewing the draft action plan developed by the local co-sponsor following the workshop

What are the Responsibilities of the Applicant?

The local co-sponsor will be responsible for advance, on-site, and follow-up responsibilities, including:

- Identifying workshop theme/issues.
- Identifying and securing a workshop location.
- Arranging for lodging and food.
- Setting up planning meetings and/or conference calls.
- Coordinating an agenda at the local level.
- Providing names for the invitation list (invitees must include appropriate arts organizations).
- Sending out invitations and processing registrations.
- Actively encouraging participation by key organizations and/or individuals
- Paying for any additional speakers who charge a speaking fee/honorarium plus travel expenses.
- Preparing and copying selected handouts and conference notebooks (such as a list of registrants and local case studies).
- Providing staff/volunteers to assist with on-site registration.
- Providing staff/volunteers to record discussions in breakout groups.

- Identifying local case studies to include in the workshop if appropriate
- Arranging an opening reception, if desired.
- Arranging transportation during the workshop (e.g., for a field trip).
- Arranging pre- or post-workshop activities and tours (optional).
- Drafting an action plan based on the workshop outcomes
- Implementing the action plan developed during the workshop.

What Are the Applicant's Financial Responsibilities?

Local co-sponsors will provide and document a local investment of at least \$5,000 (in-kind or cash contributions) toward the workshop and planning assistance. Documentation of local expenses and income must be provided to The Conservation Fund for federal reporting purposes to ARC.

Allowable costs may include:

- Staff time
- Workshop meeting space
- Audiovisual equipment
- Meals
- Lodging
- Duplication of notebook materials
- Additional speakers
- Workshop tour transportation
- Other miscellaneous expenses

Local co-sponsors can document the local investment in a variety of ways. Depending on resources and needs, local budgets may vary. All donated services, including local staff time, must be documented with a letter on the organization's letterhead confirming the value of contributed time or services. Federal funds or funds used to match other federal grants may not be counted toward the local investment.

Documentation of the local investment must be provided to The Conservation Fund for use in a federal reporting process within 30 days of the completion of the workshop.

What Are the Responsibilities of Workshop Participants?

Workshop participants will be responsible for attending the entire workshop and covering transportation and lodging costs. Advance preparation for the workshop may be required. To encourage participation by key leaders, the local co-sponsor may decide to provide registration, lodging and meals for all registrants. In some cases, participants may be asked to pay a small registration fee to defray workshop costs incurred by the local host.

III. Applying for a Gateway Community Implementation Grant

Communities that receive a Gateway Community Implementation Grant will be assigned a Project Coordinator to assist with the management of the grant, monitoring and evaluating the project's progress, approving payment requests, and assisting with any other issues concerning grant administration. The Project Coordinator will also be available to support and advise communities to make sure the project successfully meets the goals of the Gateway Initiative.

Eligible Activities

The Gateway Community Implementation Grant can be used for a wide variety of activities. Successful applications will build on existing natural and cultural heritage tourism resources to create valued products and services that can be sustained for local benefit. Grant dollars can also be used to develop strategies that maximize strengths and transform liabilities. The key is to identify the potential within a community and develop untapped natural and cultural resources to ensure sustained, long term impact.

Grants will not be awarded to support marketing activities that emphasize promotions, such as destination brochures or magazine advertisements.

Gateway Community Implementation Grant Administration Manual

An "ARC Grant Administration Manual" will be provided to communities that are awarded a Gateway Community Implementation Grant. The manual will provide specific details on progress and final reports, payment forms and record keeping requirements.

Time Period

The maximum time period for the Gateway Grant is twelve months. If there is a reason the project cannot be completed within the approved time period, a request should be made in writing in advance of the end date.

Subcontracts

Subcontracted services are allowable if identified in the original, approved workplan and budget.

Matching Funds

Implementation grants must be matched 80/20 by the local participating community. (For example, if the applicant submits an \$8,000 project proposal, the ARC/NEA grant would cover \$6,400 and local match would cover \$1,600.)

IV. Eligible Counties

Distressed, At-Risk, and Transitional Counties in the Appalachian Region, FY 2008

continued...

State	County	Economic Status
Alabama	Bibb	At-Risk
Alabama	Blount	Transitional
Alabama	Calhoun	Transitional
Alabama	Chambers	Transitional
Alabama	Cherokee	Transitional
Alabama	Chilton	Transitional
Alabama	Clay	Transitional
Alabama	Cleburne	Transitional
Alabama	Colbert	Transitional
Alabama	Coosa	Transitional
Alabama	Cullman	Transitional
Alabama	De Kalb	Transitional
Alabama	Elmore	Transitional
Alabama	Etowah	Transitional
Alabama	Fayette	Transitional
Alabama	Franklin	At-Risk
Alabama	Hale	Distressed
Alabama	Jackson	Transitional
Alabama	Jefferson	Transitional
Alabama	Lamar	At-Risk
Alabama	Lauderdale	Transitional
Alabama	Lawrence	Transitional
Alabama	Limestone	Transitional
Alabama	Macon	Distressed
Alabama	Marion	Transitional
Alabama	Marshall	Transitional
Alabama	Morgan	Transitional
Alabama	Pickens	At-Risk
Alabama	Randolph	At-Risk
Alabama	St. Clair	Transitional
Alabama	Talladega	Transitional
Alabama	Tallapoosa	Transitional
Alabama	Tuscaloosa	Transitional
Alabama	Walker	Transitional
Alabama	Winston	At-Risk
Georgia	Banks	Transitional
Georgia	Barrow	Transitional
Georgia	Bartow	Transitional
Georgia	Carroll	Transitional
Georgia	Chattooga	Transitional
Georgia	Dade	Transitional
Georgia	Elbert	At-Risk
Georgia	Fannin	Transitional
Georgia	Floyd	Transitional
Georgia	Franklin	Transitional
Georgia	Gilmer	Transitional
Georgia	Gordon	Transitional
Georgia	Habersham	Transitional
Georgia	Hall	Transitional

State	County	Economic Status
Georgia	Haralson	Transitional
Georgia	Hart	Transitional
Georgia	Heard	Transitional
Georgia	Jackson	Transitional
Georgia	Lumpkin	Transitional
Georgia	Madison	Transitional
Georgia	Murray	Transitional
Georgia	Polk	Transitional
Georgia	Rabun	Transitional
Georgia	Stephens	Transitional
Georgia	Towns	Transitional
Georgia	Union	Transitional
Georgia	Walker	Transitional
Georgia	White	Transitional
Georgia	Whitfield	Transitional
Kentucky	Adair	At-Risk
Kentucky	Bath	Distressed
Kentucky	Bell	Distressed
Kentucky	Boyd	Transitional
Kentucky	Breathitt	Distressed
Kentucky	Carter	Distressed
Kentucky	Casey	Distressed
Kentucky	Clark	Transitional
Kentucky	Clay	Distressed
Kentucky	Clinton	Distressed
Kentucky	Cumberland	Distressed
Kentucky	Edmonson	At-Risk
Kentucky	Elliott	Distressed
Kentucky	Estill	Distressed
Kentucky	Fleming	At-Risk
Kentucky	Floyd	Distressed
Kentucky	Garrard	Transitional
Kentucky	Green	At-Risk
Kentucky	Greenup	Transitional
Kentucky	Harlan	Distressed
Kentucky	Hart	Distressed
Kentucky	Jackson	Distressed
Kentucky	Johnson	Distressed
Kentucky	Knott	Distressed
Kentucky	Knox	Distressed
Kentucky	Laurel	At-Risk
Kentucky	Lawrence	Distressed
Kentucky	Lee	Distressed
Kentucky	Leslie	Distressed
Kentucky	Letcher	Distressed
Kentucky	Lewis	Distressed
Kentucky	Lincoln	Distressed
Kentucky	McCreary	Distressed
Kentucky	Madison	Transitional

continued...

State	County	Economic Status
Kentucky	Magoffin	Distressed
Kentucky	Martin	Distressed
Kentucky	Menifee	Distressed
Kentucky	Monroe	Distressed
Kentucky	Montgomery	Transitional
Kentucky	Morgan	Distressed
Kentucky	Owsley	Distressed
Kentucky	Perry	Distressed
Kentucky	Pike	At-Risk
Kentucky	Powell	Distressed
Kentucky	Pulaski	At-Risk
Kentucky	Rockcastle	Distressed
Kentucky	Rowan	At-Risk
Kentucky	Russell	Distressed
Kentucky	Wayne	Distressed
Kentucky	Whitley	Distressed
Kentucky	Wolfe	Distressed
Maryland	Allegany	Transitional
Maryland	Garrett	Transitional
Mississippi	Alcorn	At-Risk
Mississippi	Benton	Distressed
Mississippi	Calhoun	At-Risk
Mississippi	Chickasaw	Distressed
Mississippi	Choctaw	Distressed
Mississippi	Clay	Distressed
Mississippi	Itawamba	Transitional
Mississippi	Kemper	Distressed
Mississippi	Lee	Transitional
Mississippi	Lowndes	At-Risk
Mississippi	Marshall	Distressed
Mississippi	Monroe	At-Risk
Mississippi	Montgomery	Distressed
Mississippi	Noxubee	Distressed
Mississippi	Oktibbeha	At-Risk
Mississippi	Panola	Distressed
Mississippi	Pontotoc	Transitional
Mississippi	Prentiss	At-Risk
Mississippi	Tippah	At-Risk
Mississippi	Tishomingo	At-Risk
Mississippi	Union	Transitional
Mississippi	Webster	Distressed
Mississippi	Winston	Distressed
Mississippi	Yalobusha	Distressed
New York	Allegany	At-Risk
New York	Broome	Transitional
New York	Cattaraugus	Transitional
New York	Chautauqua	Transitional
New York	Chemung	Transitional
New York	Chenango	Transitional
New York	Cortland	Transitional
New York	Delaware	Transitional
New York	Otsego	Transitional
New York	Schoharie	Transitional

State	County	Economic Status
New York	Schuyler	Transitional
New York	Steuben	Transitional
New York	Tioga	Transitional
New York	Tompkins	Transitional
North Carolina	Alexander	Transitional
North Carolina	Alleghany	Transitional
North Carolina	Ashe	Transitional
North Carolina	Avery	Transitional
North Carolina	Buncombe	Transitional
North Carolina	Burke	Transitional
North Carolina	Caldwell	Transitional
North Carolina	Cherokee	At-Risk
North Carolina	Clay	Transitional
North Carolina	Graham	At-Risk
North Carolina	Haywood	Transitional
North Carolina	Jackson	Transitional
North Carolina	McDowell	Transitional
North Carolina	Macon	Transitional
North Carolina	Madison	Transitional
North Carolina	Mitchell	At-Risk
North Carolina	Rutherford	At-Risk
North Carolina	Stokes	Transitional
North Carolina	Surry	Transitional
North Carolina	Swain	At-Risk
North Carolina	Transylvania	Transitional
North Carolina	Watauga	Transitional
North Carolina	Wilkes	Transitional
North Carolina	Yadkin	Transitional
North Carolina	Yancey	At-Risk
Ohio	Adams	At-Risk
Ohio	Athens	At-Risk
Ohio	Belmont	Transitional
Ohio	Brown	Transitional
Ohio	Carroll	Transitional
Ohio	Columbiana	Transitional
Ohio	Coshocton	Transitional
Ohio	Gallia	At-Risk
Ohio	Guernsey	At-Risk
Ohio	Harrison	Transitional
Ohio	Highland	Transitional
Ohio	Hocking	Transitional
Ohio	Holmes	Transitional
Ohio	Jackson	At-Risk
Ohio	Jefferson	Transitional
Ohio	Lawrence	At-Risk
Ohio	Meigs	Distressed
Ohio	Monroe	At-Risk
Ohio	Morgan	Distressed
Ohio	Muskingum	Transitional
Ohio	Noble	At-Risk
Ohio	Perry	At-Risk
Ohio	Pike	Distressed
Ohio	Ross	Transitional

continued...

State	County	Economic Status
Ohio	Scioto	At-Risk
Ohio	Tuscarawas	Transitional
Ohio	Vinton	Distressed
Ohio	Washington	Transitional
Pennsylvania	Armstrong	Transitional
Pennsylvania	Beaver	Transitional
Pennsylvania	Bedford	Transitional
Pennsylvania	Blair	Transitional
Pennsylvania	Bradford	Transitional
Pennsylvania	Cambria	Transitional
Pennsylvania	Cameron	Transitional
Pennsylvania	Carbon	Transitional
Pennsylvania	Centre	Transitional
Pennsylvania	Clarion	Transitional
Pennsylvania	Clearfield	Transitional
Pennsylvania	Clinton	Transitional
Pennsylvania	Columbia	Transitional
Pennsylvania	Crawford	Transitional
Pennsylvania	Elk	Transitional
Pennsylvania	Erie	Transitional
Pennsylvania	Fayette	At-Risk
Pennsylvania	Forest	Distressed
Pennsylvania	Fulton	Transitional
Pennsylvania	Greene	At-Risk
Pennsylvania	Huntingdon	Transitional
Pennsylvania	Indiana	Transitional
Pennsylvania	Jefferson	Transitional
Pennsylvania	Juniata	Transitional
Pennsylvania	Lackawanna	Transitional
Pennsylvania	Lawrence	Transitional
Pennsylvania	Luzerne	Transitional
Pennsylvania	Lycoming	Transitional
Pennsylvania	McKean	Transitional
Pennsylvania	Mercer	Transitional
Pennsylvania	Mifflin	Transitional
Pennsylvania	Monroe	Transitional
Pennsylvania	Northumberland	Transitional
Pennsylvania	Pike	Transitional
Pennsylvania	Potter	Transitional
Pennsylvania	Schuylkill	Transitional
Pennsylvania	Snyder	Transitional
Pennsylvania	Somerset	Transitional
Pennsylvania	Sullivan	Transitional
Pennsylvania	Susquehanna	Transitional
Pennsylvania	Tioga	Transitional
Pennsylvania	Union	Transitional
Pennsylvania	Venango	Transitional
Pennsylvania	Warren	Transitional
Pennsylvania	Washington	Transitional
Pennsylvania	Wayne	Transitional
Pennsylvania	Westmoreland	Transitional
Pennsylvania	Wyoming	Transitional
South Carolina	Anderson	Transitional

State	County	Economic Status
South Carolina	Cherokee	At-Risk
South Carolina	Greenville	Transitional
South Carolina	Oconee	Transitional
South Carolina	Pickens	Transitional
South Carolina	Spartanburg	Transitional
Tennessee	Anderson	Transitional
Tennessee	Bledsoe	At-Risk
Tennessee	Bradley	Transitional
Tennessee	Campbell	At-Risk
Tennessee	Cannon	Transitional
Tennessee	Carter	At-Risk
Tennessee	Claiborne	At-Risk
Tennessee	Clay	Distressed
Tennessee	Cocke	Distressed
Tennessee	Coffee	Transitional
Tennessee	Cumberland	Transitional
Tennessee	De Kalb	Transitional
Tennessee	Fentress	Distressed
Tennessee	Franklin	Transitional
Tennessee	Grainger	At-Risk
Tennessee	Greene	Transitional
Tennessee	Grundy	Distressed
Tennessee	Hamblen	Transitional
Tennessee	Hancock	Distressed
Tennessee	Hawkins	Transitional
Tennessee	Jackson	At-Risk
Tennessee	Jefferson	Transitional
Tennessee	Johnson	Distressed
Tennessee	McMinn	Transitional
Tennessee	Macon	Transitional
Tennessee	Marion	Transitional
Tennessee	Meigs	At-Risk
Tennessee	Monroe	At-Risk
Tennessee	Morgan	At-Risk
Tennessee	Overton	At-Risk
Tennessee	Pickett	Distressed
Tennessee	Polk	Transitional
Tennessee	Putnam	Transitional
Tennessee	Rhea	Transitional
Tennessee	Roane	Transitional
Tennessee	Scott	Distressed
Tennessee	Sequatchie	Transitional
Tennessee	Sevier	Transitional
Tennessee	Smith	Transitional
Tennessee	Sullivan	Transitional
Tennessee	Unicoi	Transitional
Tennessee	Union	At-Risk
Tennessee	Van Buren	At-Risk
Tennessee	Warren	Transitional
Tennessee	Washington	Transitional
Tennessee	White	At-Risk
Virginia	Alleghany	Transitional
Virginia	Bland	Transitional

continued...

State	County	Economic Status
Virginia	Buchanan	At-Risk
Virginia	Carroll	Transitional
Virginia	Craig	Transitional
Virginia	Dickenson	Distressed
Virginia	Floyd	Transitional
Virginia	Giles	Transitional
Virginia	Grayson	Transitional
Virginia	Highland	Transitional
Virginia	Lee	At-Risk
Virginia	Montgomery	Transitional
Virginia	Pulaski	Transitional
Virginia	Rockbridge	Transitional
Virginia	Russell	At-Risk
Virginia	Scott	Transitional
Virginia	Smyth	Transitional
Virginia	Tazewell	Transitional
Virginia	Washington	Transitional
Virginia	Wise	At-Risk
Virginia	Wythe	Transitional
West Virginia	Barbour	Distressed
West Virginia	Berkeley	Transitional
West Virginia	Boone	At-Risk
West Virginia	Braxton	Distressed
West Virginia	Brooke	Transitional
West Virginia	Cabell	Transitional
West Virginia	Calhoun	Distressed
West Virginia	Clay	Distressed
West Virginia	Doddridge	At-Risk
West Virginia	Fayette	At-Risk
West Virginia	Gilmer	At-Risk
West Virginia	Grant	At-Risk
West Virginia	Greenbrier	Transitional
West Virginia	Hampshire	Transitional
West Virginia	Hancock	Transitional
West Virginia	Hardy	Transitional
West Virginia	Harrison	Transitional
West Virginia	Jackson	At-Risk
West Virginia	Kanawha	Transitional
West Virginia	Lewis	At-Risk
West Virginia	Lincoln	Distressed
West Virginia	Logan	At-Risk
West Virginia	McDowell	Distressed
West Virginia	Marion	Transitional
West Virginia	Marshall	Transitional
West Virginia	Mason	Distressed
West Virginia	Mercer	At-Risk
West Virginia	Mineral	Transitional
West Virginia	Mingo	Distressed
West Virginia	Monongalia	Transitional
West Virginia	Monroe	Transitional
West Virginia	Morgan	Transitional
West Virginia	Nicholas	At-Risk
West Virginia	Ohio	Transitional

State	County	Economic Status
West Virginia	Pendleton	Transitional
West Virginia	Pleasants	Transitional
West Virginia	Pocahontas	At-Risk
West Virginia	Preston	Transitional
West Virginia	Raleigh	Transitional
West Virginia	Randolph	Transitional
West Virginia	Ritchie	At-Risk
West Virginia	Roane	Distressed
West Virginia	Summers	Distressed
West Virginia	Taylor	At-Risk
West Virginia	Tucker	At-Risk
West Virginia	Tyler	At-Risk
West Virginia	Upshur	At-Risk
West Virginia	Wayne	At-Risk
West Virginia	Webster	Distressed
West Virginia	Wetzel	At-Risk
West Virginia	Wirt	Distressed
West Virginia	Wood	Transitional
West Virginia	Wyoming	Distressed